

# Leading Change & Transition

*Dr. Merryn Rutledge, Principal*

***ReVisions*** LLC

mr@revisions.org    802 863 7084    www.revisions.org

# During Moves to New Offices

Leaders are supervising the physical moves and must also attend to

- The psychological and emotional adjustments people go through and
- The cultural shifts involved in co-locating and working in an open office environment

Expert William Bridges distinguishes between

- Change and
- Transition, as follows:

# Change

An Event: situational and outside us

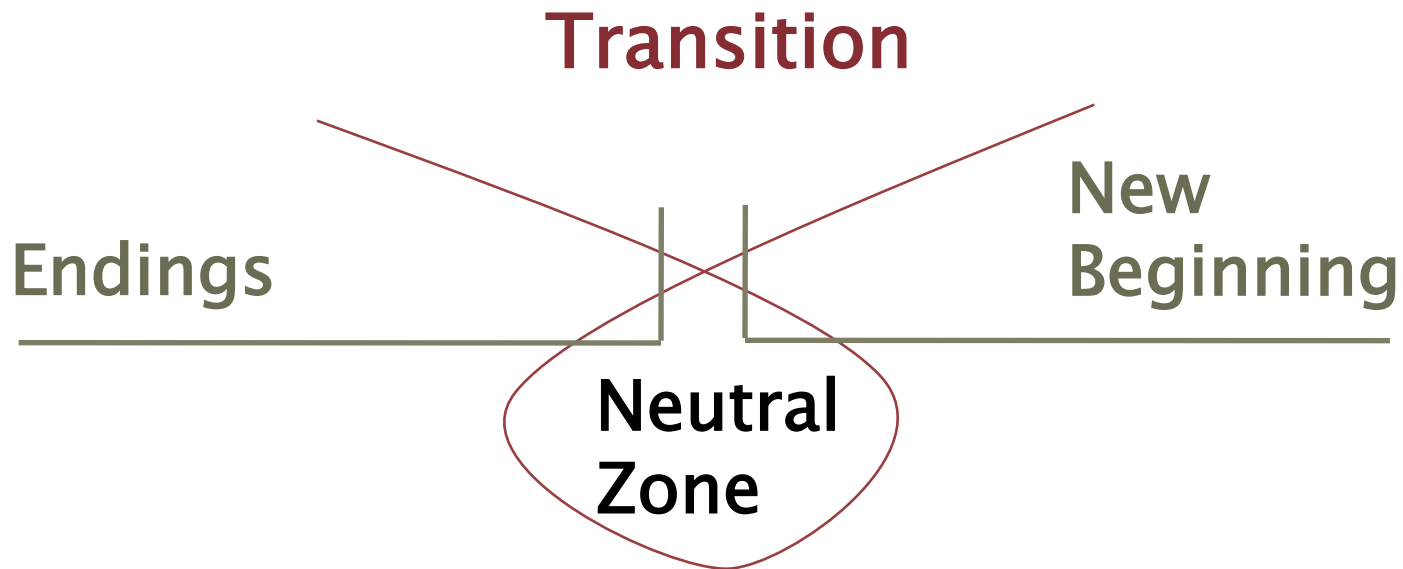
## Change

Something old stops

Something new begins

# Transition

A gradual psychological reorientation:  
Happens inside us as we adapt to change



# Change Management

starts with  
the outcome



## *Transition Management*

*starts with  
wherever  
people are*



# These are the Phases of Transition

## Ending

- Loss
- Letting go
- Getting closure
- Saying good-bye

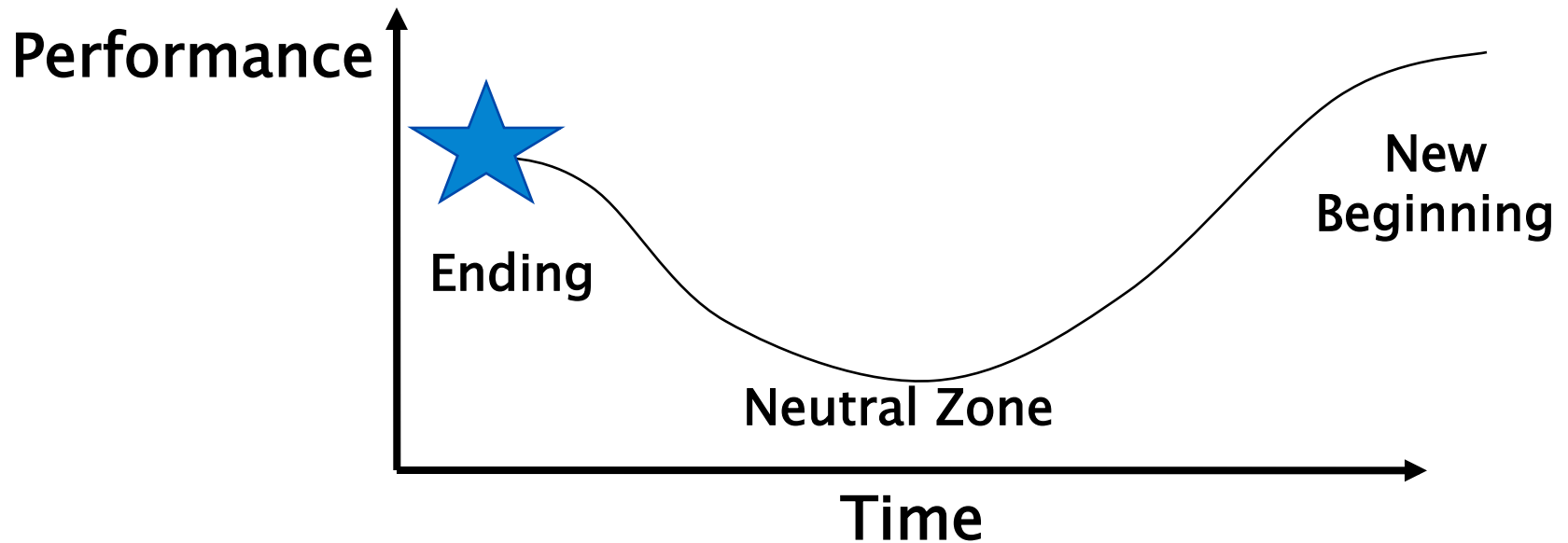
## Neutral Zone

- In-between time
- Chaos
- Clean slate

## New Beginning

- Being “with it”
- The new chapter
- Renewal

# Transitions Often Have an Impact on Performance



# Lessening These Performance Dips

- Organize a “guiding coalition” that works throughout the change and transition period
- Create and maintain a steady flow of information and encouragement throughout the transition period
- Fight discouragement and cynicism with: sincerely expressed, positive outcomes; accurate information; celebration of small wins; 2-way communication, so employees can openly express concerns



# 8 Reasons Why Transitions Fail

1. Leaders being complacent or neutral: not creating enough understanding of need, persuasive reasons, positive outcomes, and/or “why now?”
2. Failing to create a sufficiently powerful group of leaders to guide the change
3. Underestimating the power of conveying positive outcomes: “What is desirable or better after the moves?”
4. Under-communicating positive outcomes; leader messages are infrequent or hard to see and hear
5. Permitting obstacles to remain and block the progress
6. Failing to create short-term wins that demonstrate success and give people a chance to see the new
7. Declaring victory too soon
8. Neglecting to anchor the change securely in the corporate culture

# 8 Leader-Driven Factors in Successful Transitions

1. Clear leader understanding of the need for change and acceptance of it
2. Consistent, unambiguous commitment for which leaders are clearly accountable
3. Clarity about positive outcomes and conveying *some* steps to get there
4. Creating and using specific ways to show and reinforce the new ways of working
5. Reinforcing that people are valued and supported
6. Flexibility and versatility in leaders' thinking
7. Identifying and leveraging potentially helpful stakeholders "on the boundaries"
8. Cultivating and leveraging a critical mass that supports the change

